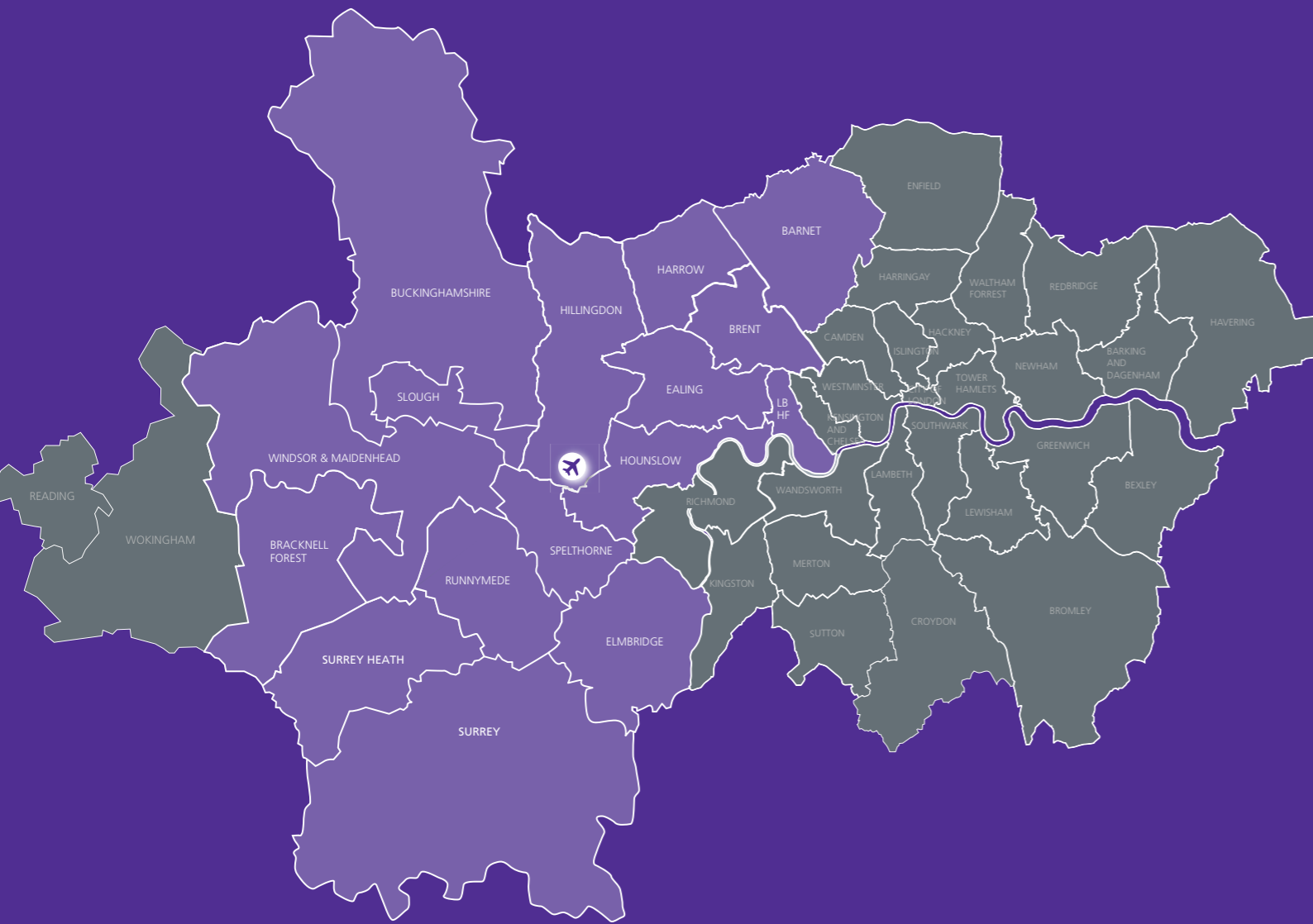




Heathrow Local Recovery Plan

Heathrow



Contents

- 3 Foreword by Lord Blunkett
- 4 Executive summary
- 6 Setting the scene
- 8 The challenge for the industry and affected local communities
- 12 How we meet the challenge
- 15 The Heathrow Local Recovery Forum recommendations
- 16 Skills, employment and education
- 18 Supply chain
- 20 Green recovery
- 22 Surface access
- 24 Next steps

KEY TO MAP
 Heathrow sub-region, representative of the member organisations contributing to this plan

Foreword

By The Rt. Hon. the Lord Blunkett

Like the whole of the airline and airport industry, Heathrow has faced unprecedented challenges since the outbreak of the COVID-19 virus. The pandemic has affected each and every one of us in different ways and will continue to have an effect long into the future.

It is individuals, families and whole communities who have felt the impact and not least for those whose livelihood has been based in and around Heathrow. Entire families have been affected where generations in the same household have worked on different aspects of the airport's services and supply chain.

The past few months have been difficult for us all. Many small to medium-sized enterprises (SMEs) have closed their doors and many are worried about the future and whether they will have businesses to go back to. There has also been, self-evidently, a body blow to tourism, which plays an important part in the economic and social life of the area within easy travelling distance of Heathrow.

It is clear that the future of these local economies and communities is of paramount importance to Heathrow. Together with its local partners, the airport has had the urgent task of understanding the evolving direct impacts on these communities and how we can draw upon our unique positions in the local economy to best respond.

With every crisis comes an opportunity and it is vital we collaborate to input what is needed to support the recovery. I welcomed the opportunity to chair a series of roundtable discussions with local stakeholders to discuss the issues facing the region and how we might address them. It is only through collaboration and by everyone working together, that we can hold on to what is feasible to save, and then start regenerating and building for the future.



I take some comfort from our collective effort which has resulted in an outline plan for creating a sustainable and inclusive recovery, supporting the future security of the economies and communities surrounding the airport.

The successful story that we should be able to tell in the future is one of a sub-region coming together, taking ownership and pulling out all the stops to meet the challenges faced during these unprecedented times. From education institutions to those representing business interests, from trade unions to local authorities, there has been a real willingness to take on the challenge. Together we can agree what can be achieved locally and decide which aspects will require continuing Government engagement and support.

The spirit and unity that I have seen in working closely with partners has already shown us that together, we can get through this. Our collaborative approach will help the airport to implement an agreed plan to create a sustainable and inclusive recovery, building a better and stronger future for our local communities.

David Blunkett

David Blunkett
 The Rt. Hon. the Lord Blunkett
 Chair of the Heathrow Local Recovery Forum

Executive summary



This Local Recovery Plan brings together the recommendations from Heathrow and its neighbouring local authorities, local enterprise partnerships and key partners, committed to enabling airport sector recovery and supporting local communities affected.

It outlines the impact of the COVID-19 pandemic on Heathrow, the challenges for the industry and for local communities; and sets out what the airport and its partners intend to do to help the local airport economy in the short and longer term.

The challenge for Heathrow is to move forward from these difficult circumstances in a way that will drive both airport and local economic recovery, whilst simultaneously enabling innovation and sustainable growth.

To empower a successful recovery, Heathrow understands that at the heart of this plan is a collaborative approach which is essential to building back better and minimising impacts on local communities.

The Heathrow Local Recovery Forum (HLRF) was formed to bring local stakeholders together to take forward and deliver the recommendations in this sub-regional plan. These will help mitigate the impacts locally and enable the airport's path to an inclusive recovery.



The plan sets out recommendations in four key areas identified by members of the HLRF to support airport recovery. These are:

Skills, Employment and Education

- Inviting the Department for Work and Pensions (DWP) to co-locate in the Academy to support colleagues across Team Heathrow and the local community to access job search support and careers, information, advice and guidance.
- Linking up with other employers/sectors where there is employment growth and signpost colleagues to these opportunities for possible redeployment.
- Developing a quality online/virtual work experience programme for local young people in education.

Supply Chain

- Promoting and supporting local small to medium-sized enterprises with tools like a new and simplified business page on the Heathrow website, providing greater visibility of direct and subcontract procurement opportunities at Heathrow for local SMEs such as through a dedicated Heathrow supplier portal.

Green Recovery

- Supporting the green skills agenda by working with education and skills providers and local employers to promote a good understanding of the qualifications that are needed for a green recovery role in aviation.

Surface Access

- Developing a two runway Surface Access strategy with key stakeholders.
- Promoting safe and sustainable transport options to prevent a car-led recovery and ensuring sustainable travel options are available for passengers, colleagues and the community.

These are unprecedented and challenging times. The only way to recover and get back to pre-pandemic prosperity is by working together as a sub-region, with the HLRF being essential to this. The HLRF will meet regularly to hold members accountable for implementing these actions and we will monitor progress and delivery of the plan's recommendations.



Setting the scene



Heathrow is the largest single-site employer in the UK. Our impact on the national economy and the surrounding area cannot be underestimated, with colleagues, businesses and local communities relying on us to be successful.

For residents of the boroughs of Ealing, Hillingdon, Hounslow, Spelthorne, Slough and South Buckinghamshire, it is estimated that Heathrow directly supported 88,900 workplace-based jobs, of which 76,000 were located at the airport itself in 2019¹.

In the same year, employment associated with Heathrow formed a £12.5 billion gross value-added (GVA) contribution to gross domestic product (GDP) (in 2016 prices), equivalent to almost a quarter of economic output across the aforementioned boroughs.

Given the contribution Heathrow makes to our local communities, the impact of the pandemic on the airport has had a devastating knock-on effect on the local economy. We have done everything we can to safeguard the business and protect as many jobs as possible, but we recognise we cannot recover alone.

¹ Page 2, Oxford Economics. The Economic Impact of Reduced Activity at Heathrow.
² Referring to the boroughs of Ealing, Hillingdon, Hounslow, Spelthorne, Slough and South Buckinghamshire, Page 2, Oxford Economics. The Economic Impact of Reduced Activity at Heathrow.

Heathrow Airport's contribution to the local economy in 2019²



76,000
direct on-airport jobs



133,600
indirect and induced jobs



59,700
residents employed accounting for 9.4% of all employment

Heathrow is the UK's largest port by value



£140bn
UK exports passed through Heathrow in 2019, more than the ports of Southampton and Felixstowe combined



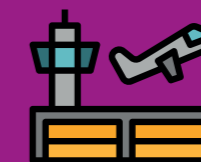
34%
of the country's cargo travels through Heathrow



1.6m
tonnes of air cargo moved in 2019
40%
of all UK exports by value to non-EU markets



75%
of all long-haul flights from the UK are from Heathrow

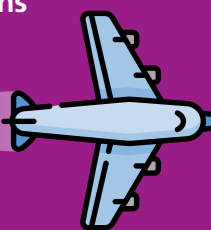


11
domestic routes

84
airlines

85
countries

206
destinations



The challenge

for the industry and affected local communities

The impact of COVID-19 on the aviation industry has been unprecedented. During national lockdown, Heathrow was operating with 97% fewer passengers compared to the previous April. In August, passenger demand was down 81.5% compared to previous year, with 1.4 million people travelling via Heathrow – less than a fifth of what is usually seen during the summer getaway period. Just over 1.2 million passengers travelled through Heathrow in September, down 82% compared to 2019. The consequence of the overnight change in travel demand resulted in a difficult period for the airport and the ripple effects of this were felt throughout the surrounding neighbourhoods.³

Since the beginning of the pandemic, we have been working with local stakeholders to understand the key challenges facing local communities. We have endeavoured to work collectively to push for measures that would enable the airport's recovery and provided support to those that rely on us.

Heathrow acted quickly and decisively to lessen the impact of the change in demand on the business. We had to adapt and change the way we work to become more flexible, agile and competitive in order to remain fit for the future.



We did this in a number of ways. We reduced our average cash burn by over 30% by cutting at least £300 million in operating costs and cancelling or pausing over £650 million of capital projects.⁴ We have also protected as many jobs as possible while maintaining pay at or above the London Living Wage.

We have urged the Government to introduce testing as an alternative to 14-day quarantine to get passengers flying again and asked for a fairer deal on business rates. We have also worked with individual local authorities, chambers of commerce and business groups to feed into their recovery plans.

As we look to the future and try to understand what recovery may look like for Heathrow, a bottom up forecast has been developed to reflect a staged recovery in passenger numbers over the remainder of the year. This reflects the potential impact of social distancing and short-term changes in consumer behaviour.

The economic impact of COVID-19 is expected to subdue potential airport recovery. There is still much uncertainty left to come, which is hampering our efforts to improve. A return to pre-crisis traffic levels is not expected until post 2025, despite previous forecasts of a quicker recovery.*

³ Page 2, Oxford Economics. The Economic Impact of Reduced Activity at Heathrow

⁴ Heathrow takes steps to combat COVID-19 – Results for the 6 months ended 30th June 2020, Press Release, 29 July 2020 [\[Link\]](#)

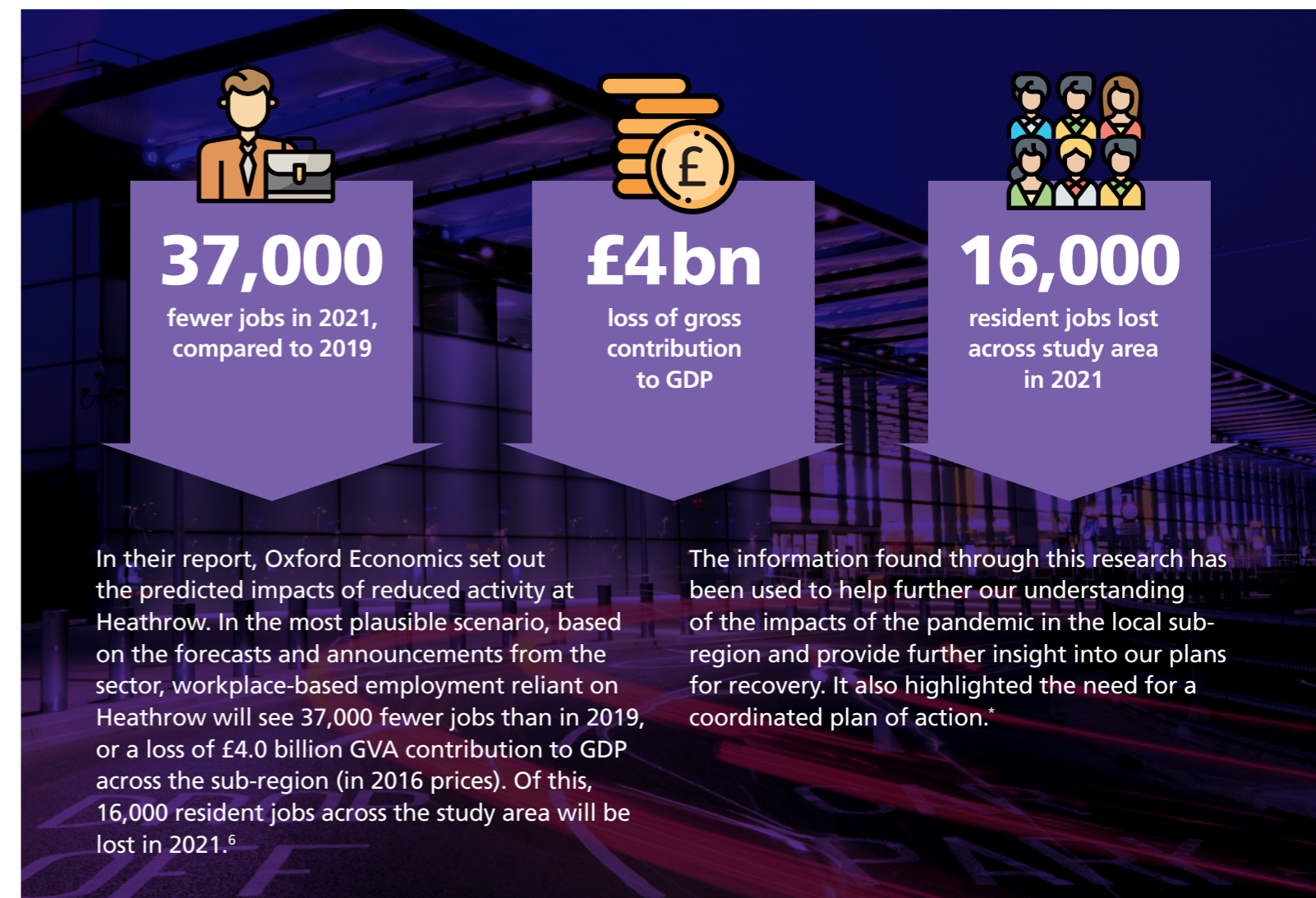
* Forecasts correct as of October 2020

Community impact of reduced activity at Heathrow

In July 2020, The Heathrow Community Engagement Board (HCEB) partnered with Oxford Economics to commission research to quantify the economic impact of reduced activity at Heathrow Airport across the sub-regional area.

The research was designed to deliver a thorough and robust analysis of the direct, indirect, and induced impacts that typically arise from the presence and

operation of Heathrow. The study area focused specifically on the local economies of Ealing, Hillingdon, Hounslow, Spelthorne, Slough and South Buckinghamshire.⁵ In addition, it set out to estimate how these impacts are likely to change over the short-term (to 2025) as the airport and the airline sectors recover from the worst effects of the coronavirus outbreak, and adjust to new ways of working.



⁵ Further work will be explored to understand the impacts of reduced activity at Heathrow across a wider geographical area in the Heathrow sub-region.

⁶ Page 3, Oxford Economics. The Economic Impact of Reduced Activity at Heathrow

* Forecasts correct as of July 2020



Community impacts

As the independent Community Engagement Board for Heathrow, we know that the challenge facing local communities is stark. The cost of this crisis is human. It is about more than just planes and holidays, it is about people's livelihoods, the local economy and survival of local businesses.

Over 133,600 people's jobs are dependent on Heathrow. Research we commissioned from Oxford Economics shows that a high proportion of those at risk of losing their jobs support economic dependents like children, and that even multiple-income households often rely on the airport for all of those sources of income. These are not transient or short-term employees – many have worked at the airport for long periods of time, investing in and becoming a part of the diverse community around Heathrow.

Our fear is that the long shadow of COVID-19 will mean that those who lose their jobs will face a significant period of unemployment with far reaching implications for living standards and quality of life – as well as a wider impact on the local community.

A strong and coordinated recovery plan, supported by central Government, is essential.

Rachel Cerfontyne
Independent Chair of HCEB



Community views

"Community Centres like ours are a vital part of life around Heathrow Airport – providing vital community social interaction. We support a community which has adapted to economic shocks and changes before. The right support from Government, local authorities and big local employers like Heathrow will enable the local community to adapt to the long-term economic consequences of the virus."

John Davies Chair of the Board of Trustees for the Yiewsley & West Drayton Community Association



"Many of my patients work in jobs which rely on Heathrow Airport. Mass unemployment would be a disaster for the mental and physical health of local communities."

Dr Bharan Kumar Local GP

"Buckinghamshire is home to a large number of people who work in the travel industry. COVID-19 threatens them with unemployment, many after decades in well paid, secure jobs. My council is doing everything it can to support people through this difficult time – but a strong recovery in the travel sector is essential for our communities and for the UK economy."

Martin Tett Shadow Executive Leader of Buckinghamshire Council.



"It is really unsettling to see the airport so quiet over the last few months, but I have to commend Heathrow's staff for making flying feel so safe during the pandemic. Speaking as a small business owner, it is essential that Government, Heathrow and the airlines work together to make sure Heathrow returns to normal as soon as possible."

Sarah Denyer Independent Member, HCEB Passenger Services Group

"Heathrow creates opportunities for young people – offering graduate programmes, apprenticeships, skills and experience that can be transferred into other sectors. Heathrow, Government and local stakeholders need to do the groundwork now to maintain this legacy and create future opportunities for young people like me."

Nicolas Dimitriou Recent Graduate, Reading University



"Young people are already being hit hard by the effects of the virus. Work needs to start now so that we can take full advantage of the recovery at Heathrow. That means investing today in skills and training for tomorrow."

Gilbert Awuah Chair of Slough Youth Parliament



The pandemic has highlighted the importance of local partnership working and has encouraged all members of the Heathrow Local Recovery Forum (HLRF) to work closer together than ever before to ensure that we respond decisively and with urgency to the challenges of aviation downturn.

In July 2020 a series of roundtable discussions were held with local stakeholders to identify areas of collaboration and understand the needs of the Heathrow sub-region, which includes key stakeholders from the North, South, East and West of Heathrow.

Chaired by Lord Blunkett and supported by a panel of Heathrow subject matter experts, the roundtables produced a series of recommendations to support the recovery of the airport and local economies.

The HRLF was created as a platform for Heathrow and our stakeholders to take forward the recommendations from the roundtables. Through the development and delivery of this sub-regional recovery plan, we believe the recommended interventions will support the recovery of the local airport economy. Our plans consider both immediate and longer-term timeframes.

Looking ahead to the future, the HRLF and this plan will serve as part of the foundation to Heathrow's own longer term planning. This will ensure that as Heathrow builds back better, it continues to support local communities and businesses.

Heathrow has a responsibility to ensure local recovery is inclusive of our neighbouring communities and businesses that are closely dependent on the airport. I would like to thank Lord Blunkett and members of the Heathrow Local Recovery Forum for taking forward the recommendations in this plan. With the ongoing commitment of our local partners, we will have the best chance to drive forward a sustained recovery for our communities surrounding the airport and tackle the challenges as they emerge.

JOHN HOLLAND-KAYE
CHIEF EXECUTIVE OFFICER, HEATHROW



John Holland-Kaye (right) and Lord Blunkett (left) at Heathrow Academy, 2019

Pulling together to rise to the challenge

Andrew Dakers, Chief Executive, West London Business

Working with Heathrow has been essential to West London Business (WLB) and its mission to ensure that West London is the best place to do business. For years, Heathrow has attracted some of the best UK and international companies to the sub-region, ensuring that West London is an attractive and well-connected business destination, whilst supporting many thousands of jobs in the local economy.

We have achieved a lot together. WLB recently worked with Heathrow, Fujitsu, Harrow College and Uxbridge College (HCUC) to secure £8.5 million in funding to establish the West London Institute of Technology. As the Institute moves forward, Heathrow will be a key partner in investing time and expertise, ensuring that the local labour market is aligned to business needs, and preparing the workforce for the future.

Education and apprenticeships are key to ensuring that our local economy can grow. K10, London's largest construction-specific Apprenticeship Training Agency, has been working with the Heathrow Academy for many years to secure shared apprenticeships with the Airport. These opportunities not only benefit young people in West London, but Heathrow's confidence in the agency as a delivery partner has prompted WLB to recommend K10 as an enabler of local apprenticeships on other mega-developments in the sub-region.

Heathrow was an early adopter of the Skills Builder Partnership's 'Essential Skills Framework', and WLB successfully encouraged more businesses and training providers across the area to take this up too.

Furthermore, our close relationship is supporting WLB's drive to make West London an innovation district. Heathrow's leadership in innovation can help start-ups succeed and foster new partnerships – setting the pace internationally.

As the West London sub-region moves through the COVID-19 pandemic and starts to understand the impacts of the virus, WLB continues to be committed to a strong relationship with Heathrow to ensure the long-term economic prosperity of our area.



Andrew Dakers (second from left) at the WLB Awards event, 2019



The need for Public Private Partnership working

Paul Britton, Chief Executive Thames Valley Chamber of Commerce

Thames Valley Chamber of Commerce (TVCC) is committed to helping the local area build back better from the COVID-19 pandemic, delivering a recovery that benefits every business and resident. We know that we cannot do this alone however, and alongside our work with our amazing local businesses we are pleased to be working with various public bodies to aid recovery.



Public Private Partnerships (PPP) are without a doubt one of the most effective means of delivering a strong recovery. Working with Slough Borough Council and a number of other public and private organisations, we have established the Regeneration, Economy and Skills Board. This aims to ensure businesses that operate in Slough are able to thrive and that people and communities that live and work in the borough enjoy an exceptional quality of life.

Only through these partnerships and by engaging with representatives from key local businesses, such as Heathrow Airport, can we understand the needs of the area and respond to them. We can deliver meaningful changes to the local community by helping the local economic area thrive.

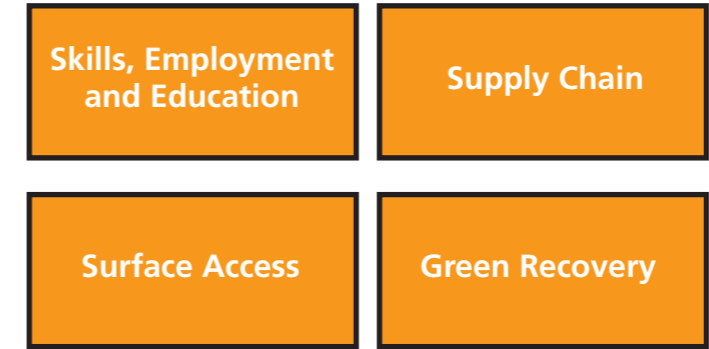
Like any PPP, its success relies on high level involvement from both the public and private sector – and TVCC are fully committed to working with the public sector to ensure the region’s on-going economic prosperity.

We are fortunate as a region to have the country’s largest single site employer on our doorstep. Slough Borough Council, TVCC and Heathrow have a long-held relationship, with a mutual understanding that we need each other in order to be economically prosperous. We have worked alongside Heathrow Airport for decades, aligning our priorities for the area and working collaboratively to understand how we can capitalise on our advantage as a neighbouring borough to the UK’s only hub airport.

As we face the challenges of recovering from the COVID-19 pandemic, this collaborative approach is more important now than ever.

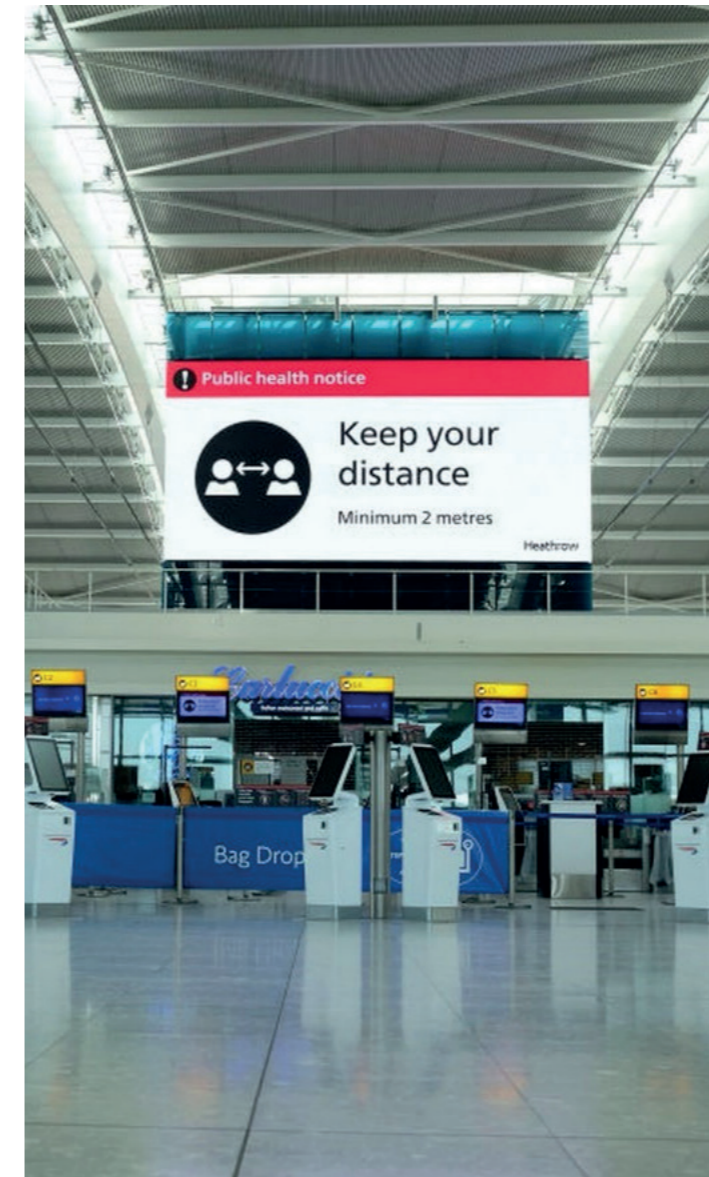
The HLRF Recommendations

In total there are 18 recommendations featured within this plan. They each fall under one of the following four categories, which were agreed as priorities by members of the HLRF, and will ensure we address the support needed for local recovery:



Within each key area, the HLRF identified recommendations that can be delivered in the short term, to respond immediately to the challenge that the airport sector and local communities are facing. The forum also identified some recommendations that will take longer to achieve but are necessary to support long term, inclusive growth during Heathrow’s recovery.

To ensure the recommendations made within the Recovery Plan are achieved, the Forum considered which member would be responsible for actioning the recommendation, who they can collaborate with on these points and when we need to see this action completed.



The HLRF also identified two priority policy asks for the Government to support local recovery and reduce impacts on local communities. These are:

Temporarily introduce flexibility in how the Apprenticeship Levy is used, so that employers can use the Levy for salaries and support beyond just training. The pandemic has meant that employers have underspent levy funds and unlocking this will help them maintain apprenticeship programmes.

Government to provide support for people to stay in or find new employment, prioritising reskilling and retraining colleagues into different roles or sectors. Courses and funding should be made more flexible and available for reskilling to help maintain employment levels at this difficult time.

Skills, employment and education



Ensuring investment in employment and skills training is not forgotten will be critical to the sub-region's economic recovery. By providing opportunities for local residents to continue their education and learn new skills, we are not only helping to retain jobs and apprenticeship programmes but providing individuals with the resources needed to help them re-enter the local jobs economy.

For those jobs that unfortunately cannot be sustained, the aim is to have a range of resources at people's disposal to ensure they can return into the local job economy as quickly as possible. This will include access to signposted opportunities and resources to facilitate retraining or upskilling.

In the longer-term, Heathrow and education providers in the area hope to work collaboratively to ensure the future workforce is equipped with the skills that will allow innovation and participation in growth areas, such as green industries and growth economies.

Skills-led recovery will be key to social and economic recovery. Collaboration between industry, further and higher education and local and central Governments is key to re-building the post-COVID-19 workforce and we welcome the joint approach to recovery being led by Heathrow.

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DAVID WARNES DEPUTY PRINCIPAL: EALING, HAMMERSMITH AND WEST LONDON COLLEGE

Recommendation	Stakeholder owner/lead	Who can support/ collaborate?	Timeframe
Invite Department of Work and Pensions (DWP) to co-locate in the Academy to support colleagues across Team Heathrow and the local community to access job search support and careers, information, advice and guidance	Heathrow	<ul style="list-style-type: none"> • DWP • Local authorities Growth industry sectors • Local Enterprise Partnerships (LEPs) 	Next 6 months
Link in with other employers / sectors where there is employment growth and signpost colleagues to these opportunities for possible redeployment	Heathrow	<ul style="list-style-type: none"> • LEPs • Local authorities • DWP 	Next 6 months
Develop a quality online / virtual work experience programme for young people in education to ensure they gain the skills and experiences needed in the workplace	Team Heathrow*	<ul style="list-style-type: none"> • Further Education / Higher Education (FE/HE) • Team Heathrow • Local schools 	Next 6 months
Explore the feasibility of a secondment programme with employers who are recruiting to see if employees at risk can be seconded externally for a period of time while employment recovers at the airport. The rationale for this is to try and mitigate against losing too many skills to other sectors	Team Heathrow	<ul style="list-style-type: none"> • Heathrow • LEPs • Growth industry sectors 	Next 6 months
Commit to supporting one or more of the Government initiatives to jobs recovery ie. Traineeships and/or Kickstart scheme. Include employers from across the airport and where feasible transition individuals post the Government scheme into an apprenticeship	Team Heathrow	<ul style="list-style-type: none"> • Heathrow • FE / HE • DWP 	Next 6 months
Work collaboratively with local authority / LEP areas to identify which employment and skills initiatives that have clear evidence of impact could potentially be replicated. For example, replicating the Skills Escalator model in West London in other locations	Local authorities	<ul style="list-style-type: none"> • Local authorities • LEPs • FE / HE 	Next 6 months
Replicate the success of the shared apprenticeship scheme in construction across and between other sectors to support employment and training	Team Heathrow	<ul style="list-style-type: none"> • Apprenticeship Training Agency (ATA) • Team Heathrow 	Post-Spring 2021

* Team Heathrow is the 400+ organisations who work together to keep Heathrow Airport running every day.

Supply chain

Heathrow has a large economic reach across the UK, thanks to its extensive supply chains. The HLRF has endeavoured to understand how best to support local industries to recover, while instilling new standards for best practice at Heathrow.

It is crucial that businesses of all sizes and locations are aware of the available opportunities and can find all the information they need to understand how to do business with Heathrow.

Heathrow is keen to continue removing barriers and proactively engaging with local businesses. This includes SMEs, as well as local, disadvantaged and under-represented businesses, in order to ensure that economic benefits are generated locally and for all community members.

Heathrow wants to work with members to support testing and cascading of our end products, such as the website and supplier guides, to ensure that what we develop suits the needs of SMEs, and breaks down any barriers to joining our supply chain.



“The economic driver for our borough is Heathrow Airport and the downturn caused by COVID-19 eclipses anything the Heathrow supply chain will have seen before. Each job lost is a family’s livelihood – we must not forget the personal hardship being faced by our businesses. Recovery needs all of us to work together, to think more broadly and Heathrow plays a pivotal role in this. The airport’s recovery can only help other British businesses compete for local and global growth. We are pleased to be actively involved in a recovery plan which supports future local trade, skills and investment.

- SALLY SMITH, COO , HOUNSLOW CHAMBER OF COMMERCE

Recommendation	Stakeholder owner/lead	Who can support/ collaborate?	Timeframe
Provide a new and simplified dedicated business page on the Heathrow website which provides additional support for local SMEs to prepare for pre-selection criteria. Set up a direct communication line into Heathrow to ensure fair payment through the supply chain	Heathrow	<ul style="list-style-type: none"> Chambers of Commerce / Business groups 	Next 6 months
Greater visibility of direct and subcontract procurement opportunities at Heathrow for small businesses in the local area through a dedicated Heathrow supplier portal	Heathrow	<ul style="list-style-type: none"> LEPs Chambers of Commerce / Business groups CompeteFor 	Post spring 2021
Ensure we are procuring for value and, in doing so, supporting local businesses (implementation of a balance scorecard to ensure our direct contractors and our direct suppliers evaluate their supply chain in the same way as Heathrow, ensuring together we procure for value)	Heathrow	<ul style="list-style-type: none"> LEPs Local authorities Chambers of Commerce / Business groups Federation of Small Businesses (FSB) 	Post spring 2021
Measure the local benefits through the supply chain by monitoring the distribution of contracts to identify targets, demographics and geographic trends	Heathrow	<ul style="list-style-type: none"> Team Heathrow 	Post spring 2021
Encourage the establishment of innovation hubs for start-ups / businesses in the local area, encouraging engagement on aviation challenges	LEPs	<ul style="list-style-type: none"> Heathrow Local authorities Chambers of Commerce / Business groups 	Post spring 2021

Green recovery

The climate emergency remains a major challenge despite COVID-19. In 2019, many local authorities across the country declared climate emergencies and either committed to reaching, or going further than, the Government’s target of net zero carbon emissions by 2050.

At Heathrow, we want to be the catalyst for change in the aviation industry’s approach to decarbonisation. As the UK’s only hub airport, we can play a significant role in bringing together the global aviation sector and influencing a shift towards even more investment in sustainable aviation fuels, carbon removal schemes, and new flight technologies.

Earlier this year, the UK aviation sector became the first in the world to commit to net zero carbon emissions by 2050 and has published a detailed roadmap to get there. We are determined to meet this timeline despite the current challenges.

Heathrow is one of the busiest and most well-known airports in the world. The aviation industry’s recovery is a crucial part of the UK’s wider recovery, but we must also ensure that the airport’s green agenda is at the forefront of its future.

Right at the outset of the pandemic we felt the need to collaborate even more closely as a sub-region to recover together and help minimise job losses at and linked to the airport. Now is the time to work together collectively, to think boldly, to take swift actions and to champion the need for an urgent and substantial stimulus from Government that can boost a ‘green recovery’ that will make our local economies more sustainable and resilient in the future.

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CLLR JULIAN BELL, LEADER OF EALING COUNCIL



Recommendation	Stakeholder owner/lead	Who can support/ collaborate?	Timeframe
Support the green skills agenda by working with local employers and education and skills providers to promote a good understanding of the qualifications that are needed for green recovery roles in aviation	Team Heathrow	<ul style="list-style-type: none"> • FE / HE • Local authorities • Heathrow 	Post spring 2021
Work with local stakeholders to make best use of Heathrow’s Centre of Excellence as a facilitator of research and innovation in airport sustainability	Heathrow	<ul style="list-style-type: none"> • FE / HE • LEPs • Local authorities • Chambers of Commerce / Business groups 	Post spring 2021

Surface access



Social distancing remains a core part of the Government's COVID-19 response, along with advice to walk or cycle where possible before choosing public transport. The impact of COVID-19 has driven a reduction in mode share for public transport and led to an increase in the use of private vehicles.

Heathrow is the UK's best served airport for access by road and rail. However, we recognise that there are further opportunities to improve access to the West and South regions. We remain committed to achieving safe, sustainable and efficient travel to and from the airport and, without further expansion, the airport's connections remain under pressure. This pressure is likely to increase following a change in consumer behaviour in light of COVID-19, with members of the public perceiving public transport as a greater risk than travelling by car.

We are working in partnership with the Heathrow Area Transport Forum and our airline partners to develop a Two Runway Heathrow Surface Access strategy. This includes an interim strategy with a short-term focus on "safe and efficient travel, agnostic of mode" recognising sustainable travel can help support safe journeys to work during this period.



The Heathrow Area Transport Forum are committed to working in partnership with Team Heathrow, local authorities and communities, transport operators and other relevant parties to drive sustainable and affordable travel for passengers, colleagues and freight in order to prevent a car-led recovery.

- VAL SHAWCROSS CBE, CHAIR OF THE HEATHROW AREA TRANSPORT FORUM

Recommendation	Stakeholder owner/lead	Who can support/ collaborate?	Timeframe
Develop a Two Runway Surface Access strategy with key stakeholders	Heathrow	<ul style="list-style-type: none"> • Heathrow Area Transport Forum (HATF) • Airlines • Local authorities • Team Heathrow 	Next 6 months
Promote safe and sustainable transport options to prevent a car led recovery & ensure sustainable travel options are affordable for passengers, colleagues and the community	Heathrow	<ul style="list-style-type: none"> • HATF • Airlines • Local authorities • Team Heathrow • Colleagues • Passengers and local communities 	Next 6 months +
Work with key stakeholders to drive delivery of Western Rail	Department for Transport	<ul style="list-style-type: none"> • HATF • Airlines • Local authorities • Local communities • Chambers of Commerce / Business groups 	Next 6 months +
Work with key stakeholders to ensure progress on Southern Access scheme options	Department for Transport	<ul style="list-style-type: none"> • HATF • Airlines • Local authorities • Local communities • Chambers of Commerce / Business groups 	Next 6 months +



As our economy recovers from the impact of the COVID-19 pandemic, a successful Heathrow Airport will be crucial for the national economy as a gateway to international markets. Underpinning this is the need for fast, reliable connectivity to Heathrow from the Enterprise M3 area in order to maintain locational advantage and ensure the benefits of proximity to Heathrow are fully realised. We need a firm commitment to strategic transport investment over and above Heathrow Airport's immediate needs and will work with Heathrow, partners and Government to push for this improved rail access to Heathrow.

- KATHY SLACK OBE, CHIEF EXECUTIVE, ENTERPRISE M3

Next steps...



Heathrow is committed to working with stakeholders across our local community and the UK to drive the recovery of one of the nation's most vital assets.

We have a long way to go on the road to recovery, and the path ahead is still uncertain, but the recommendations laid out in this plan are the first crucial step in our collaborative local recovery process.

Recovery cannot be achieved by Heathrow alone. Now, more than ever, is the time to work together as a group to support the airport's recovery, given the impact that COVID-19 continues to have on the local economy and its communities.

The HLRF will continue to meet regularly to monitor the progress and delivery of the Heathrow Local Recovery Plan, and to discuss further interventions where necessary.

Members

of the Heathrow Local Recovery Forum

Chair: Lord David Blunkett



Local authorities and Partners



Local Chambers of Commerce



Local Enterprise Partnerships (LEPs)



Business Groups



Education and Skills





Heathrow